From: Scholten, Karly [Scholten.Karly@epa.gov]
Sent: 8/14/2018 5:05:12 PM
To: Thomas, Deb [thomas.debrah@epa.gov]
Subject: FW: EPA Lean Management System - New Master Bowling Chart and Process Clarifications
Attachments: Master Bowling Chart 08.09.18.xlsx

Hi Deb,

Thank you for consolidating what you've heard on ELMS. Most of it I was not aware of. Communication continues to be a challenge with this project. I received this email and attachment yesterday from Henry Darwin. It doesn't look like he included the DRAs. No action items for you, just an FYI.

I'll see you on Wednesday and Thursday this week. I'm looking forward to catching up.

Karly

Karly Scholten | Region 8 Regional Planner | U.S. EPA Region 8, 8TMS-FMP | 1595 Wynkoop Street, | Denver, Colorado 80202 | 303.312.6418

-----Original Message-----
From: Darwin, Henry
Sent: Monday, August 13, 2018 2:43 PM
To: ELMS Bowling Chart Owners <ELMSBowlingChartOwners@epa.gov>
Cc: OCFO-OPAA-Desk Officers <OCFOOPAADesk_Officers@epa.gov>; OCFO-NPM Planning Contacts <OCFONPM_Planning_Contacts@epa.gov>; Hall, JohnM <hall.johnm@epa.gov>; Kent, Alison <Kent.Alison@epa.gov>; Ackerman, Stephanie <Ackerman.Stephanie@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>
Subject: EPA Lean Management System - New Master Bowling Chart and Process Clarifications

Hi all:
I hope your summer is going well and that you have made sure to take some well-deserved vacation time. I am writing with several updates on the ELMS bowling chart process…

New Bowling Chart Template
In response to requests from many offices, OCFO/OPAA has developed a new bowling chart template that provides much greater consistency and functionality. OPAA graciously agreed to lead the transfer of existing charts into the new template and has completed the transfer for all offices.

Key differences in the new chart include:
*   The development of a unified numbering system for the metrics.
*   For measures without targets, color coding indicates whether results are in the intended direction.
*   A small number of changes to metric definitions. OCFO and my staff have communicated these to the appropriate program offices.

Using Percentages
As I am sure many of you have discussed, we prefer that you use numbers rather than percentages in the bowling charts. Percentages often make identifying problems more difficult because the scale of the measure is unknown. To mitigate this where percentages continue to be use, please use the actual data to calculate percentages in the bowling chart by:

*   Entering "=numerator/denominator" in the appropriate cell. For example, if the performance resulted in two misses out of 10 opportunities for success, enter =2/10 in the cell.
*   Right click on the cell and select "Format Cells."
*   Select the "Number" tab.
*   In the "Category" list, select "Percentage."
*   To the right, select the number of decimal places preferred for the reporting of the metric.

In addition, please include the numerator and denominator for the most recent month in the Custom Field.

Design of Measures
Please remember that while focusing on our success rates is encouraging to all of us, our misses are what help us identify problems to solve. To the extent possible, your metrics should count the misses rather than the successfully completed tasks.

Timing of Regional Bowling Chart Submissions As the ELMS bowling chart process matures, the responsibility of NPMs to aggregate data from the regional bowling charts will grow. To allow the NPMs time to accomplish this task, we are making a slight adjustment to the timing of regional bowling chart submissions. Beginning in September, regional bowling charts will be due on the Monday preceding the third Friday of each month. For example, next month, regional charts will be due on Monday, September 17.

NPM charts will be due on Friday, September 21. Due dates will be added to the timeline on the ELMS SharePoint site.

Review Process for Bowling Charts
My team is working closely with OPAA to evolve and fine-tune the process of reviewing the bowling charts in a timely manner. Beginning in August, we will use the following process:
1.   OPAA's Jahan Francois will conduct a completeness review of each bowling chart and provide her comments to the bowling chart owners within two business days of the submission of the charts.
2.   Offices should address completeness issues within two days of receiving Jahan's comments, then upload completed versions of the bowling charts to SharePoint.
3.   When each bowling chart is complete, Jahan will notify the appropriate OPAA desk officer for review.
4.   OPAA will meet with me and provide comments to each office within 10 business days of the completed bowling chart submission.
5.   Offices should incorporate the changes requested by me through OCFO in the following month's bowling chart.

As always, my team members and I will be happy to answer any questions you may have. Thanks for everything you are doing to improve ELMS.

Thanks,
Henry